



THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-1000

6 AUG 1997



MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Management Reform Memorandum #17 -- Reducing the Number of Committees

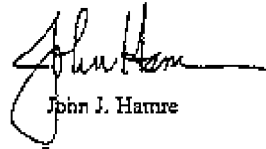
In conjunction with the Secretary's efforts to undertake a revolution in business practices, I am asking the Director for Administration and Management to review the committees which are sponsored by organizations in the Office of the Secretary of Defense, the Joint Chiefs of Staff, Service Secretariats and Service Staffs with a view to identifying those which may be consolidated or eliminated. As defined in DoD Directive 5105.18, the term "committee" for this review applies to any committee, board, commission, council, conference, panel, task force, or other similar group or any subcommittee or subgroup thereof that is composed of officials of the U.S. or a foreign government, and is established by the direction of the DoD Component Head or other senior official or their designees.

The Director for Administration and Management will develop a format for this review and work with your representatives to obtain the required information. Some of you received a memorandum signed by me on behalf of the Task Force on Defense Reform on July 3, 1997, in which I asked you to provide the titles and purposes of major committees established by the DoD in your area. This memorandum does not supersede the July 3, 1997 memorandum. The format to be developed by the Director for Administration and Management will request additional information required for this effort. If you have already submitted information that meets the requirements of the Director for Administration and Management's format, you need send only a copy of that.

I believe this will be an excellent opportunity to reassess the objectives of committees under your cognizance. The review will also afford you the opportunity to assess committees sponsored by other organizations on which you or your representatives serve as members. The format for the review will ask you to identify those committees which you believe can be eliminated or for

which specific sunset dates can be established.

I request your full cooperation in supporting this review. The Director for Administration and Management has been asked to submit his report to the Secretary by October 1, 1997. I have asked my secretary to arrange a meeting with him in approximately two weeks from the date of this memorandum to obtain a status on how this effort is proceeding.



John J. Hamre